

**EFFECT OF WORK LIFE BALANCE ON EMPLOYEE
PERFORMANCE AT THE KENYA INSTITUTE OF
CURRICULUM DEVELOPMENT**

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DECLARATION

I, the undersigned, declare that this research proposal is my original work and has not been presented to any institution or university other than the University of Nairobi for examination.

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This research project has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

This research project is dedicated to my wonderful family starting with my parents, Mary, Henry and Apollo for all the love and support. I want to thank my loving husband Kenneth Mwando for encouraging me and bringing out the best in me. To our children, Christian, Jephrice, Lilian, Jesse and Ernest, I believe you will make it beyond my bar and Mummy loves you all. My very wonderful siblings Fred, Eve, Otioli our guardian Angel and Caroline thank you for your prayers and care. To my aunty Akosa Wambalaba. May God bless you for your love and support.

TABLE OF CONTENTS

DECLARATION.....	ii
ACKNOWLEDGEMENT.....	iii
DEDICATION.....	iv
LIST OF TABLES	viii
ABBREVIATIONS AND ACRONYMS.....	ix
ABSTRACT.....	x
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study.....	1
1.1.1 Work Life Balance	2
1.1.2 Employee Performance.....	3
1.1.3 Kenya Institute of Curriculum Development	4
1.2 Research Problem	5
1.4 Value of the Study.....	7
CHAPTER TWO: LITERATURE REVIEW.....	9
2.1 Introduction.....	9
2.2 Theoretical Foundation	9
2.2.1 Role Stress Theory.....	9
2.2.2 Social Exchange Theory	10
2.3 Work Life Balance Practices.....	11
2.4 Measure of Employee Performance	13
2.5 Empirical Studies and Knowledge Gaps.....	14
CHAPTER THREE: RESEARCH METHODOLOGY	19
3.1 Introduction	19
3.2 Research Design.....	19
3.3 Population of the Study.....	19
3.4 Sample and Sampling Techniques	20

3.5 Data Collection	21
3.6 Data Analysis	21
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS	23
4.1 Introduction	23
4.2 Response Rate	23
4.3 Reliability Test Results	24
4.4 Demographic Analysis	24
4.4.1 Gender Representation	24
4.4.2 Age of the Respondents	25
4.4.3 Highest Education Level	26
4.4.4 Years in the Firm.....	26
4.5 Analysis of Study Variables.....	27
4.5.1 Flexible Working Option	27
4.5.2 Welfare Programmes.....	28
4.5.3 Leave Programmes	29
4.5.4 Recreational services	30
4.5.6 Employee Performance.....	31
4.6 Inferential Statistics.....	33
4.6.1 Correlation Analysis	33
4.6.2 Regression Analysis.....	34
4.7 Discussion of Findings.....	36
CHAPTER FIVE	39
SUMMARY, CONCLUSION AND RECOMMENDATIONS	39
5.1 Introduction	39
5.2 Summary of Results	39
5.3 Conclusions	40
5.4 Recommendations for Policy and Practice	41

5.5 Limitations of the Study.....	42
5.6 Suggestions for Further Research	43
REFERENCES.....	44
APPENDICES	51
Appendix I: Introduction Letter	51
Appendix II: Research Questionnaire	52

LIST OF TABLES

Table 4.1: Response Rate	23
Table 4.2: Reliability Test Results.....	24
Table 4.3: Gender Distribution	25
Table 4.4: Respondents' Age Composition	25
Table 4.5: Distribution of Respondents by Highest Level of Education.....	26
Table 4.6: Years of Service in the Firm.....	26
Table 4.7: Descriptive Statistics for Flexible working option	27
Table 4.9: Descriptive Statistics for Welfare Programmes	28
Table 4.8: Descriptive Statistics for Leave Programmes.....	29
Table 4.10: Descriptive Statistics for Recreational services	30
Table 4.11: Descriptive Statistics for Employee Performance.....	31
Table 4.12: Correlation Results	33
Table 4.13: Model Fitness	34
Table 4.14: Analysis of Variance	35
Table 4.15: Regression Coefficients.....	35

ABBREVIATIONS AND ACRONYMS

EAP	: Employee Assistance Professional
HRM	: Human Resource Management
KICD	: Kenya Institute of Curriculum Development
KIE	: Kenya Institute of Education
SPSS	: Statistical Package for Social Sciences
WLB	: Work Life Balance

ABSTRACT

Employee performance is the ultimate determinant of an organization's success, and it is impacted by a wide range of variables. For example, these circumstances might be a mix of job and family issues. Maintaining a healthy work-life balance increases productivity. It's a win-win scenario for both the corporation and its employees when everyone is happy. Employers must recognize that their workers have other responsibilities outside of their work, and they must support work/life balance goals. Due to staffing concerns that will persist if they don't, the company's viability is in peril.

The main aim of this research was to analyze the influence of work life balance on performance of employees at KICD. This research adopted the Spill Over Theory and Social Exchange Theory. A descriptive research design was used in this research. The 639 employees at KICD served as the research population. Sample size was 246 respondents arrived at using Yamane formula. This research relied on primary data collected through questionnaires. Google forms were made use of in the questionnaire administration. The collected data was converted into quantitative format to make analysis using statistical package for social sciences. The statistics generated were descriptive statistics which included mean and standard deviation and inferential statistics which included both correlation analysis and multiple linear regression. The study revealed a significant positive relationship between flexible working option, welfare programmes, leave programmes, recreational services and employee performance at KICD. Regression analysis revealed that 50.1% of changes in employee performance at KICD were attributed to the four variables selected in this study. In conclusion, flexible working option, welfare programmes, leave programmes and recreational services are essential in enhancing employee performance. As a result, it is recommended that KICD managers and policymakers should continue utilizing work life balance, as this improves their employee performance.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Commercial and government organizations alike face significant challenges in providing high-quality service and attracting loyal employees in today's competitive climate (Wainaina, 2015). Today, neither public nor private businesses can function efficiently unless each employee is fully dedicated to the company's aims and objectives (Varsha & Bhati, 2012). As a result, companies have understood that their employees are the key drivers of efficiency and competitiveness (Lissy & Ventakash, 2014). Enterprises must manage the needs of these vital assets in order to grow and function, which demands addressing concerns like work-life balance and other aspects that can affect employee performance.

This study employed the role stress theory as well as the social exchange theory. Role Stress Theory was the anchor theory, and it is based on the classic role theory of Kahn, Wolfe, Quinn, Snoek, and Rosenthal (1964). This idea, according to Kahn et al. (1964), states that role uncertainty will lead to undesirable circumstances. A significant belief of this theory is that high demand will lead to stress. The employee–employer relationship is an example of how social exchange is influenced by the employee–employer relationship in social exchange theory. Employees may feel more appreciated when their relationships are reinforced, which is reflected in their work performance. This exchange paradigm, according to Yasbek (2004), comprises both the company offering support in the form of work-life balance legislation and the employees repaying the favor by putting in more effort, resulting in increased production.

Work-life balance programs have been implemented by a number of companies in Kenya in order to decrease work-home conflict, which is likely to negatively affect

employee performance (Republic of Kenya, 2017). Kenya Institute of Curriculum Development (KICD) provides employees with flexible work arrangements. In addition, the organization is committed to wellbeing of the staff as evidenced by their sporting activities and health and wellness programs that are conducted regularly. The organization offers psychological counselling to its members of staff and this has been made possible by the availability of accredited counselling psychologists. Notwithstanding the organization's best efforts, performance of employees remains a big issue at KICD, especially in the areas of quality of output, absenteeism, efficiency and productivity. The current study intended to establish whether the available WLB practices influences employee performance at KICD.

1.1.1 Work Life Balance

The phrase "work-life balance" is frequently used to describe regulations that were once considered "family friendly" but have since been expanded (Obiageli, Uzochukwu, & Ngozi, 2015). The term "work-life balance" has been defined in a variety of ways by a number of academics (Poulose & Sudarsan, 2017). Flexible work arrangements, in which employees can choose their starting and ending times as long as the requisite amount of hours is met, are one example of work-life balance methods. Condensed work weeks allow employees to complete tasks that would normally take a week to complete within the span of a few days. Delayed work schedules and remote work (Wynes, 2016); leave policy for family members for example emergency, compassionate, adoption and parental leave;) welfare programmes such as childcare services, financial support and having supportive managers (Kar & Misra, 2017) .

Different researchers have identified different elements of work/life balance (Poulose & Sudarsan, 2017). Work balance methods include flexible work arrangements, where

employees have the right to choose the start/finish time and the required amount of hours, Compressed week in which employees condense tasks usually covered by, say, one week to a few days a week; staggered working hours and telework (Wynes, 2016); family leave system for example parental leave, adoption leave, compassionate leave and emergency leave; welfare programmes such as childcare services, financial support and having supportive managers (Kar & Misra, 2017). The health and wellness services, health programs, gymnasiums and sports facilities incorporate other WLB practices (Oludayo, 2015).

Lots of work-life balance has been carried out. Hayman (2020) discovered that employer performance is positively influenced by WLB programs such as compressed hours and flexibility; paid maternity leaves; paid leave for dependents; study leaves; paternity leave; part-time positions; and home travel. When it comes to the impact of work-life balance on the performance of workers in higher education institutions, Mwangi (2017) argues that Kabarak University is an excellent proxy. There was no statistically significant correlation between WLB and employee performance, according to the results. The importance of work-life balance measures in a business has been highlighted by the Covid-19 pandemic, including flexible working alternatives, welfare programs, leave programs, and recreational activities.

1.1.2 Employee Performance

Employee performance is related to completing precise tasks with precision and completeness that are tested against established accuracy, completeness, and cost requirements (Ajala, 2016). Workers' performance is an important area in a business, according to studies, because it helps employees to improve and effectively apply their skills for the benefit of the company. It boosts organizational efficiency and improves

customer service in every department of a company (Allen & Kiburz, 2017). Organizations must adopt tactics that push employees based on their talent, determination, and strength in order to increase employee performance. This, too, must be assessed based on the outcomes.

Saltmarsh and Randell-Moon (2014) define performance as a person's ability to fulfill activities for which they were hired based on predetermined criteria. In order for a company to fulfill its goals and stay competitive, employees must be fully utilized in relation to their performance. Staff must deliver exceptional customer service, and management must design strategies to guarantee that employees are satisfied with their jobs.

Employee productivity, quality of output, absenteeism, and retention were all factors in this study. These characteristics will serve as markers for determining how well employees perform. Flexible working hours, welfare programs, leave programs, and recreational services all have an impact on employee performance.

1.1.3 Kenya Institute of Curriculum Development

The KICD was formed on January 14, 2013 by an Act of Parliament. (2013 Act No. 4) The KIE was formed by the Kenyan Education Act, Cap 211, in 1968, and its legal standing was established in 1976 by the KIE Order, which was issued by Legal Notice No. 105 of 1976, as required by the Act. Legal Notices Nos. 144 and 126, both published in 1980, make changes to this Order. The KIE, on the other hand, was founded in Nairobi in 1957 as an English Special Centre to coordinate and assist the Ministry of Education on English education. In 1961, a Science Center was established with the purpose of improving science education standards throughout the country.

In order to achieve its core goal, the KICD conducts research and develops curriculum for all educational levels lower than a university education. The Institute also generates printed and electronic curriculum-appropriate resources, performs curriculum-based study, and organizes, oversees in-service education and orienting programs for curriculum implementers, among other tasks. It also offers curriculum-based consultation and training, as well as reviewing, vetting, and approving curricular and curriculum support materials for both primary and secondary schools (KICD, 2021). To do so, the organization must implement excellent work-life balance policies that will boost employee productivity.

At KICD, future performance is based on a curriculum reform that has changed to building curricula that set minimal requirements of achievement for each level, guaranteeing that the learner is adequately guided and given the opportunity to acquire the essential skills to progress to the next level. Rapid technological development needs high-quality education that emphasizes the importance of producing learners who can take initiative and invent products and procedures that nurture talent and value creation. The most effective approach to attain this goal is through a competency-based program (KICD, 2021).

1.2 Research Problem

Performance of employees, which is impacted by a range of variables, is ultimately what determines the overall success of an organization. These elements might be tied to one's job, to one's family, or to a mix of the two. Productivity is enhanced by the capacity to balance work and personal life. Employee happiness has an impact on the company's success, so it's a win-win situation (Mukururi & Ngari, 2014). The efficient utilization of human resources is critical to organizational success. Employers must

recognize that their employees have other responsibilities outside of their work, and they must encourage work/life balance goals. It is possible that the company's survival will be jeopardized if it does not address its personnel issues (Hobson, Delunas, & Kesic, 2018).

Employee turnover happens in the midst of a flurry of HRM activities aimed at boosting employee performance. The existing hurdles to achieving WLB at KICD as a state business are difficult to detect and remove. Covid-19 pandemic has brought about the need to incorporate WLB such as flexible work arrangements to survive in the new norm. Organizations with better family leave system, employee support services and recreational services are also likely to have their employees post better performance. WLB has been linked to lower stress and somatic complaints, more job satisfaction, lower labor turnover, and improved employee performance, according to research (Rathi & Barath, 2013).

Although there are studies done in this area, there exist conceptual, contextual and methodological gaps. Smith and Gardener (2017) investigated the elements that influence employee adoption of WLB initiatives in a big New Zealand corporation. Female employees and younger employees were shown to be more likely to use WLB initiatives. In Mumbai, Neelam (2014) conducted a study with 100 employees from both industries to compare women's work-life balance in educational institutions and IT organizations. Working hours for women IT workers in Mumbai are not always consistent, and they vary depending on the nature of the project assigned to them. Obiageli (2015) investigated performance of employees and work-life balance in a few banks in Lagos on a global scale. Employee performance has been shown to benefit

from work-life balance. These studies, however, were conducted in a different setting, thus their conclusions cannot be applied to the current situation.

Locally, Muleke, Wagoki, Kamau, and Mukaya (2013) evaluated how performance of employees at Kenya's Ecobank is impacted by work-life balance. WLB was discovered to boost staff productivity in the study. The study has a conceptual gap because crucial WLB practices like flexible work alternatives were not taken into account. Muindi (2015) used a census research approach to investigate the extent to which horticulture farms in Naivasha, Kenya, employ work-life balance solutions. According to the data, horticulture farms in Kenya have adopted time and job practices to a considerable extent, however location and rewards techniques have only been embraced to a limited extent. The study exhibits a methodological gap as it was descriptive in nature without considering how WLB influences employee performance. The current study was motivated by the low employee performance at KICD and the knowledge gaps in the previous studies. Its goal is to answer the following research question: how does work-life balance affect KICD employee' performance?

1.3 Research Objective

The main objective of the study was to establish if work-life balance affects employee performance at KICD.

1.4 Value of the Study

The outcomes of this study could have implications for present theory, either supporting or opposing them. This research could help us better understand how employees work. Future research on work-life balance and employee performance could be influenced by the results of this study.

The outcomes of this study will be extremely useful to managers at KICD and other companies. They'd help businesses better grasp the factors that drive employee performance and how to apply them. This will help with policy development and implementation, as well as mitigating problems.

Policymakers, such as the government and other authorities, might concentrate on policies that help employees achieve and maintain high performance levels. The findings will aid in the development of policies in this area. Such policy changes could be critical in terms of enhancing advice on how to improve employee performance and the efficacy of specific HR procedures in order to increase their efficiency for the economy's benefit.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter offers information on research, literature and the connection between WLB and employee performance. This theory examines the driving theories, summarizing the gaps as well as pinpoints empirical literature inconsistencies.

2.2 Theoretical Foundation

This study is founded on the role stress theory and social exchange theory.

2.2.1 Role Stress Theory

This theory is based on the historical role theory (Kahn, Wolfe, Quinn, Snoek, and Rosenthal, 1964). This idea, according to Kahn et al. (1964), states that confusion about one's function might lead to negative outcomes. High demand, according to this hypothesis, cause anxiety and tension. Stress is compounded when there are several responsibilities. Roles and persons who have aspirations for the role people perform in their job or personal lives are connected.

Workers' psychological and physiological resources are assumed to be restricted, thus they are expected to fulfill their responsibilities within those constraints. Due to increased pressure from several jobs, these resources may be depleted or exhausted, depending on an individual's capabilities. Because people's responsibilities at work and elsewhere are intertwined, When it comes to investigating the impact of work-life balance policies on employee retention, role theory is especially well suited. To be effective in their positions, these people must meet the criteria they've set forth for themselves. This will lead to a greater sense of well-being in both the workplace and at home.

As a result, offering employees with flexible work schedules allows them to combine work and family obligations, resulting in less stress and increased dedication. When it comes to directing decision-makers in their attempts to eliminate work-life conflict, role theory has proven to be one of the most beneficial theories to date. This theory thus instigates the proposition that work life balance influence employee performance at KICD.

2.2.2 Social Exchange Theory

This is a term used to describe acts taken voluntarily by workers because of the inspiration they get (Blau, 2009). The difference is that it includes both internal and extrinsic components. Social trade thus creates an activity which requires reciprocity and relies completely on trust. This trade system, according to Yasbek (2004), is a win-win for both companies and employees. For example, workers may react by demonstrating more dedication and engagement, leading to higher productivity, when companies establish an environment that supports the practice of work-life balance (Sorensen, 2014).

This theory is an example of the involvement of employees in social interaction. If the connection is enhanced, an employee may experience a feeling of value paid back by their success at work. According to Yasbek (2004), both the firm and the workers support work-life balance guidelines, and the workers repay the favors with higher energy, resulting in enhanced production.

Lambert et al. (2010) also indicated that advances in the theory of social exchange imply that employee involvement and initiative may be encouraged by family benefits via a perceived responsibility to do more in return for greater advantages. People function best if they can combine their job and other areas of life. The wellness

programs are the subject of this investigation, and companies that implement wellness programs with the hope of receiving favorable returns from their workers are the focus of this investigation.

2.3 Work Life Balance Practices

Flexible working options, in which employees choose their start/finish time while still completing the required number of hours, and compressed work weeks, in which employees condense work that would normally be completed in one week to a few days a week, are examples of work life balance techniques; staggered working hours and telework (Wynes, 2016); leave programmes for example emergency, compassionate, adoption and parental leave;) welfare programmes such as childcare services, financial support and having supportive managers (Kar & Misra, 2017) . Recreational services incorporate other WLB practices (Oludayo, 2015).

Flexible working practices, according to Armstrong (2014), are those that deviate from the norm. This includes rethinking old modes of employment, such as the usage of flexible schedules, job sharing, and working from home. Practices like this allow for more flexibility, which in turn increases production and reduces the expenses involved with hiring new employees (Armstrong, 2014). Telework, often known as telecommuting, implies that the use of current technologies and telecommunications may continue to be in contact with businesses (Clemence, 2015). Shorter work week means that workers may work more hours in a compressed time to spend the day off (Wynes, 2012). The use of staggered work hours allows workers to choose their own arrival and departure times while still being present during the core hours and working their expected number of hours per day (Wynes, 2012).

Welfare programs are designed to assist employees identify and solve personal challenges (marital, economic or emotional problems; familial problems; drug/alcohol addiction) that may have an adverse effect on employee performance. Support programs for employees are usually sponsored by firms. It may also include services such as fundamental legal assistance and references, support in the adoption or localization of senior services (Mwangi et al., 2017). Welfare benefits may be customized to meet the needs of both workers and members of their immediate families (SHRM, 2015). Children in families who need additional care outside of the house while their parents are working, such as daycare, are cared for by organizations as part of welfare programs (Anderson & Geldenhuys, 2011). Employers realized that happier and more productive workers may achieve a comprehensive approach to well-being. The Employee Assistance Professional Association (2012) Describe the EAP as a resource agency utilizing specific essential technologies to enhance employee efficiency and work environment by avoiding, detecting, and addressing personal and productive issues.

Leave programme is a technique that allows workers to look after legal or informal family members. Family obligations, whether or not such tasks include caring for a kid or other dependent family members, interfere with the function of the person. Family is an important aspect of life for most individuals throughout their lives (Mungania, 2017). Individuals may owe duties to people other than their immediate relatives, such as their parents, grandparents, sibling, spouse, or other significant people in their lives, as well as their in-laws. It is thus essential to not overlook the variety of family duties. There is evidence that taking care of different types of family employees affects family and well-being (Mungania, 2017). Workers may better satisfy their fundamental requirements by using compassion and emergency leave to care for other family

members, such as their health or children's education. As a result, morale and work satisfaction among employees will rise going forward. (Okumbe, 2010).

Employees' physical and emotional wellness is promoted through workplace recreation programs. Annual family days, sports days, vacations, gym memberships, and sports facilities are all examples of these types of programs (Mokaya & Gitari, 2012). Facilities for leisure have been steadily on the rise as noted by Weldon and Muathe, (2014). Recreational facilities at work are becoming more popular, with many companies spending significant amounts of money on the project. It may be observed in the proliferation of sports and entertainment venues in cities around the country. The long-term benefits of such facilities include a boost in morale, a reduction in absenteeism, and a boost in productivity.

2.4 Measure of Employee Performance

Performance of employees has been the subject of much debate and has been defined as an employee's good attitude or character toward accomplishing a job specification or title that favorably impacts an organization's aims and objectives. All employees working within the organization are expected to perform their jobs in a dependable way. It is their responsibility to carry out their duties and responsibilities in accordance with their employment contract. Assignments are accepted by employees and they are obligated to complete them on time. To do them justice, they need to feel a feeling of accountability (Opatha, 2009). Efforts made by employees to complete the duties of their position are referred to as "job performance" (Porter & Lawler, 2015). It refers to the completion of all employment duties. There are a variety of duties that must be completed in each employment.

Employee performance is considered multidimensional in the measurement of various factors. When performance is seen as including both behavior and consequences, it provides a more complete picture (Armstrong, 2000). It boosts the efficiency of the organization. Iqba, Ijaz, Latif and Mushtaq (2015), state that employee performance is affected by different factors and Employee performance is the capability of an individual employee to carry out certain activities that contributes to the attainment of organizational objectives in the workplace. A lack of workers' performance may lead to a company's demise since they serve as success accelerators, and their absence creates a void through which an organization may go out of business.

Employee productivity, quality of output, absenteeism, and retention will all be factors in this study. These characteristics will serve as markers for determining how well employees perform. Flexible working hours, welfare programs, leave programs, and recreational services all have an impact on employee performance.

2.5 Empirical Studies and Knowledge Gaps

In India, Neelam (2020) conducted a study with 100 employees from both firms to compare the work-life balance of women in educational institutions and IT industries. It was discovered that working hours for women IT workers in Mumbai are not always consistent, and that they fluctuate depending on the nature of the project assigned to them. Young married women in their early thirties or late twenties with children were also shown to be more anxious as they struggled to reconcile work and family life. The most pressing demands for them at the home were seen to be baby care and managing household duties. In addition, they had their spouse work a 9 to 6 schedule, relying heavily on housemaids, and some of them had their children in crèches. Women in education are much happier than women in the IT industry, because work pressure is

the main source of life imbalance in the IT industry, but family duties are the main source of life imbalance in education. According to the research, in order to reach professional greatness, a woman working in the IT business must grasp the reality on the ground and strike a balance between work and personal life. This study was conducted in India whose social setting is different from Kenya and therefore a conceptual gap.

In the United States, a study by Ruhm and Baum (2016) used a qualitative method for assessing the labor market effects of paid holidays in California. The study included interviews with written remarks on employee leave issues. The results show that compensated workers are motivated and reinforced when returning to work. The results further show that it extends indirect pay as well as direct remuneration for its workers. This comprises rewards for employees above their set pay or wage, in cash or in products while serving their days off. Indirect compensation may be for holiday, medical, holiday, leave among others. This study reveals a methodological gap as it was qualitative in nature and therefore need for a qualitative study.

Ogolla (2013) used descriptive survey to investigate the impact that quality of working life has on public health professionals in Kenya: a case study at Kenya's national hospital. He chose the demographic goal of 6,000 people, 10% of the population selected 120 by means of a simple random sampling. The research found that the quality of working lives of public health professionals at the hospital in relation to their working environment and circumstances must be improved. Kamau et al. (2013) reached the same conclusion that the degree of staff engagement to maximize their productivity has been susceptible to the nature of the work environment and the overall working conditions.

Muindi (2015) used a census research approach to investigate the extent to which horticulture farms in Naivasha, Kenya, employ work-life balance solutions. According to the study's findings, horticulture farms in Kenya have embraced a high number of time and job-related tactics, but location and reward-related strategies have been used to a lower extent. According to the study, horticulture farms in Naivasha use work-life balance approaches based on location and job benefits only infrequently, whereas those based on time and job are regularly used. According to the study, job-related and perks-related habits should be given more attention because they receive lower ratings than activities connected to time and place.

Obiageli, Uzochukwu, and Ngozi (2015) found a substantial link between policy departure and people services in their study on work life balance and employee success for listed banks in Lagos State. 19.45% strongly agreed that service delivery will improve following leave grants. 40.21% agreed that service delivery improved. It shows a widespread consensus that the performance of employees may connect to corporate vacation policies.

Mwebi and Kadaga (2015) investigated how flextime work conditions in Nairobi Commercial Banks affected employee performance. This study used a descriptive survey design. Of a target group of 1074 Nairobi CBD workers, 291 respondents from various strata were selected using a proportional, stratified sample approach (support staff, secretarial and clerical, supervisory and management). Flextime work arrangements at commercial banks in Nairobi's central business area, according to the study's findings, have an impact on employee performance. According to the paper, banks and other businesses should include flextime work arrangements in their WLB

policies because it has been found to boost employee performance in financial institutions in Nairobi's central business area.

A research by Muli et al. (2014) examining HR-assistance Work's for the family and the performance of workers in the Nairobi banking industry. Individual variables included recreational, child centres, family/personnel guidance, paid vacation and paid holidays. A cross-sectional design was available for inspection. The results showed that there is an important statistical link connecting HR family support and organizational performance. The documents from Miami Dade County (2010) indicate some problems for carergivers: bringing loved ones on medical visits, dealing with the emotional burden while seeing a loved one deteriorate and forgetting oneself for many other challenges.

Ofori's (2015) research focuses on employee performance and childcare responsibilities: the moderating impact on team support. The study focuses on the impact of child care on women's performance. The research was conducted in Ghana. Working women' performance is significantly impacted by childcare responsibilities, according to the data. However, studies has shown that teamwork can help to mitigate the detrimental relationship between childcare and employee performance.

The effects of corporate wellness initiatives on employee performance in financial institutions were explored by Kamau, Tuwai, and Kuria (2015).Financial, environmental, physical, and social well-being were all explored. Chiefs of human resource departments from 43 commercial banks in Kenya made up the target population. Because alternative sample methods omitted crucial populations, the census sampling method was used to obtain data. To examine data collected from the study organization, the researcher mostly used qualitative analytical techniques and

descriptive methodologies. Employee performance was increased by financial, intellectual, environmental, social, and physical health activities, according to the study. The study revealed that flexible work arrangements decrease job-related stress for employees, and that physical health benefits employees by making them look good, which improves their performance. According to the survey, banks should provide long-term investing advice to employees that will be helpful when they retire.

Although researches in this field are conducted, there are conceptual, contextual and methodological gaps. Conceptually, previous research have various practical WLB methods and the findings rely on the proxies employed (Mwangi, 2017; Muli, 2014). Moreover, most prior research focused on WLB practices' impact on other dependent variables including corporate turnover and commitment of employees (Msabaa, 2017; Azeem & Akhtar, 2014). In context, prior researches were performed at different settings and not in KICD (Kamau, Mukaya & Wagoki, 2013; Keino & Kithae, 2016; Keitany, 2014). This study aimed to address such research gaps by examining the impact on employee performance of workers at KICD of flexible working options, leave programs, welfare programmes, and recreational services.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, the manner in which the study was undertaken is briefly discussed. This chapter contains several subsection including research design, targeted population, Data acquisition and data collecting technique and final analysis.

3.2 Research Design

A descriptive study survey approach was used to explore the relationship between work-life balance and employee performance. A descriptive survey research design study aimed to establish relationship between variables (Burns & Burns, 2008). A descriptive case study methodology was utilized to explore the relationship between work life balance and employee performance at KICD.

3.3 Population of the Study

The entire number of people who share common features is referred to as the population (Kothari, 2004). All 639 employees of the KICD on Desai Road in Nairobi County, Kenya, took part in this study. Following is a breakdown of the population: Workers in corporate services, educational media services, and curriculum and research services work together and undertake a variety of duties relevant to their respective functional domains (KICD, 2021).

Table 3.1 Population Distribution

Section	No. of Employees
Corporate services	207
Education media services	163
Curriculum and research services	269
TOTAL	639

Source: KICD Human Resource Department (2021)

3.4 Sample and Sampling Techniques

The stratified random sample method was used in this investigation. Cooper and Schindler (2013) stated that this sampling method aids in the provision of statistical efficiency increment on a sample, gives sufficient data for the analysis of the population while enabling various research methodologies to be utilized in different strata. This method permits the researcher to split the sample into sufficient mutually exclusive strata. The employees were categorized in term of their section.

The study adopted Yamane (1967) formula with assumption of 95% of confidence level to estimate the sample size.

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = sample size

N = population size

e = the level of precision

1 = Constant

$$\begin{aligned} n &= 639 / 1 + 639(0.05)^2 \\ &= 246.006 \approx 246 \text{ respondents} \end{aligned}$$

Substituting these values in the above equation gives 246 respondents that were used as the sample size for the current study. Table 3.2 shows the number of participants in the study.

Table 3.2 Sample Size Distribution

Section	Population	Sample Size
Corporate services	207	80
Education media services	163	63
Curriculum and research services	269	103
TOTAL	639	246

3.5 Data Collection

Data collection is a means of collecting meaningful information on a topic of interest in a systematic fashion that helps researchers answer study questions and analyze theory (Khan, 2008). A questionnaire was used to gather primary data in this investigation. It was reasonable to utilize a questionnaire because it is a cost-effective and dependable means of gathering big volumes of data in a short period of time. The target respondents were KICD employees. Five-point Likert scales were used in the survey, ranging from one (smallest) to five (largest). Employee profiles, work life balance, and employee performance was split into three parts of the questionnaire. The questionnaire was administered via a Google form.

3.6 Data Analysis

SPSS was used to code the raw data and analyze it. Describing statistics like rates, percentages, means, and standard deviations are utilized to examine the descriptive study components. To generate inferences for the full population, the researcher applied regression and correlation analysis. Using a linear regression model, work-life balance was examined as a factor in employees performance. Flexible working hours, welfare programs, leave programs, and leisure activities were independent factors, whereas employee performance was the dependent variable. The multiple regression model utilized was as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where;

Y = Employee performance

α = Constant Term

β_i = Variable Beta Coefficient

X_1 = Flexible working options

X_2 = Welfare programmes

X_3 = Leave programmes

X_4 = Recreational services

ε = Error term

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Introduction

This section entails the investigation results and interpretation. It includes demographic data as well as general details such as response rate. Additionally, in this chapter, the findings of the investigation are given in line with the aims of the study.

4.2 Response Rate

Response rates for surveys are calculated as the number of responses divided by the total number of participants in the survey. As a percentage, response rates are sometimes referred to as completion or return rates. Data about the response rate for this study is shown below.

Table 4.1: Response Rate

Response Rate	Frequency	Percent
Returned	224	91.06
Unreturned	22	8.94
Total	246	100

Primary Data (2021)

According to Table 4.1, 246 questionnaires were distributed to KICD employees who were selected as the sample size for the current analysis. A total of 224 of the 246 questionnaires sent out to respondents were filled and returned, resulting in a 91.06 percent rate of response. This is above the recommended level of 80% or more, and it agrees with Mugenda and Mugenda (2012), who claimed a research having a 70% or more response rate is appropriate for investigation and conclusion drawing.

4.3 Reliability Test Results

Reliability measures if the instrument measures that which it is required to measure every time it is used. It was determined through the use of Chronbach's alpha which determines the internal consistency of the questionnaire. Data obtained through the questionnaire was imputed into SPSS and Chronbach's alpha for the items in the questionnaire generated. Those items that had a Chronbach's alpha of less than 0.7 which is the threshold would be eliminated from the questionnaire while collecting data for the main study.

Table 4.2: Reliability Test Results

Variables	Cronbach's Alpha	Critical Value	Conclusion
Flexible working option	0.763	0.7	Reliable
Welfare programmes	0.776	0.7	Reliable
Leave programmes	0.826	0.7	Reliable
Recreational services	0.883	0.7	Reliable
Employee performance	0.828	0.7	Reliable

Primary Data (2021)

As indicated in Table 4.2, every variable had a Chronbach alpha greater than 0.7. This indicates that the questionnaire employed in this study was very consistent within itself. As a consequence, the questionnaire proved to be trustworthy in measuring the impact of WLB on KICD employee performance.

4.4 Demographic Analysis

This section compiles descriptive data about the respondents' demographic characteristics.

4.4.1 Gender Representation

It was necessary to elicit information on the gender of intended participants. The outcomes are outlined in Table 4.3.

Table 4.3: Gender Distribution

Gender	Frequency	Percentage
Male	115	51.45%
Female	109	48.55%
Total	224	100%

Primary Data (2021)

A total of 51.45% of respondents were male, and 48.555% were female, according to the results obtained from the survey. It's clear that KICD cares about gender equality, as shown by the study's conclusion that the ratio of male to female workers remained remarkably stable.

4.4.2 Age of the Respondents

The survey prompted participants to choose their age range as target demographic. When doing research, it's essential to know the age of the participants. Figures in Table 4.4 shows final outcomes.

Table 4.4: Respondents' Age Composition

Age	Frequency	Percentage
21-30	10	4.46%
31-40	71	31.69%
41-50	119	53.12%
51 and Above	24	10.73%
Total	224	100%

Primary Data (2021)

There were 53.12 percent of respondents aged 41 to 50, according to Table 4.4. There were 31.69 percent of the populations aged 31 to 40. Over the age of 51 constituted 10.73 percent of those surveyed, and the smallest percentage (4.46%) were between the ages of 21 and 30. According to the findings, KICD human resource personnel are relatively young.

4.4.3 Highest Education Level

Respondents to the survey were asked to identify their greatest educational level. Table 4.5 shows the outcomes.

Table 4.5: Highest Level of Education

Education	Frequency	Percentage
Diploma	16	7.14%
Bachelor's Degree	123	54.91%
Master's Degree	85	37.95%
Total	224	100%

Primary Data (2021)

The majority of respondents (54.91 percent) had a bachelor's degree, while 37.95 percent had a Master's degree. Only 7.14 percent of the population has a diploma as their optimum education level. Neither of the participants held a PhD degree. These findings suggest that KICD is looking to hire workers with a high level of education. Understanding and addressing problems in a business can only be achieved if employees have a high degree of education.

4.4.4 Years in the Firm

How long had they worked for the company was questioned of those who responded. Table 4.6 shows the findings..

Table 4.6: Years of Service in the Firm

Number of years	Frequency	Percentage
Less than 2 years	13	5.80%
3-5 years	58	25.89%
6-8 years	106	47.32%
9-11 years	39	17.41%
Above 11 years	8	3.58%
Total	224	100%

Primary Data (2021)

They had worked for a range of lengths of time with their present employment. Work experience may be used to assess an employee's knowledge of an organization's internal structures, as well as his or her abilities and performance. 47.32 percent of those surveyed have worked for their present company for six to eight years, 25.89 percent for three to five years, 5.8 percent for much less than a year, 17.41 percent for nine to eleven years, and 3.58 percent for more than eleven years.

4.5 Analysis of Study Variables

This section presents descriptive results in means, as well as standard deviations for every variable under investigation.

4.5.1 Flexible Working Option

The study sought to investigate the degree of flexible working option at KICD. Table 4.7 shows the mean and standard for flexible working option indicators.

Table 4.7: Descriptive Statistics for Flexible working option

Statements	N	Mean	Std. Dev
For the most part, I'm free to plan my work and personal time provided I am there within the company's core working time.	224	4.24	0.55
There are a few days each week that I may work granted that I meet the quota of hours per week.	224	4.21	0.73
When I need to take care of personal things before or after work, I am sometimes given the opportunity to do so.	224	4.03	0.63
Even though I work in an office, I am not required to sit there. In certain cases, I'm permitted to work from my home or other location outside of my office.	224	3.55	0.86
Employees who are unable to work full-time may make local agreements with coworkers via the firm.	224	4.45	0.50
At any moment, I am permitted to leave my workplace.	224	4.33	0.53
Overall mean Score	224	4.14	

Primary Data (2021)

The results revealing that most of the participants concurred that KICD enables employees to make local arrangements with colleagues when they cannot work in full time (Mean=4.45, std. dev=0.5). The findings further revealed that employees at any moment, they are am permitted to leave their workplace. (Mean=4.33, std. dev=0.53). Respondents further agreed that employees are for the most part, they are free to plan their work and personal time provided they are within the company's core working time. (Mean=4.24, std. dev=0.55). Additionally, findings discovered that there are a few days each week that employees may work granted that they meet the quota of hours per week. (Mean= 4.21, std. dev=0.73). The findings, furthermore, showed that when employees need to take care of personal things before or after work, they are sometimes given the opportunity to do so (Mean=4.03, std. dev=0.63). Lastly, the findings revealed that even though employees work in an office, they are not required to sit there. In certain cases, they are permitted to work from their home or other location outside their office. (Mean=3.55, std dev=0.86). The overall mean was 4.14 implying that flexible working option is being practiced at KICD to a great extent.

4.5.2 Welfare Programmes

The research sought to establish the extent of welfare programmes in KICD. Table 4.9 displays the mean as well as standard for welfare programmes indicators.

Table 4.9: Descriptive Statistics for Welfare Programmes

Statements	N	Mean	Std. Dev
Counseling services are available at my company.	224	4.21	0.69
A study leave with pay is permitted at my university.	224	4.03	0.63
My employer frequently hosts free health screenings and health checkups for its employees.	224	4.03	0.52
Career advancement is encouraged by the structure/mechanism in place at my workplace.	224	4.42	0.55

Employees may take a break from their workstations with tea and refreshments provided by my employer.	224	4.33	0.224
Because I can turn to my employer for support in both my professional and personal life, I don't feel overwhelmed by the demands of both.	224	4.21	0.75
Overall Mean Score	224	4.21	

Primary Data (2021)

The findings showed that career advancement is encouraged by the structure/mechanism in place at KICD (Mean=4.42, std. dev=0.55). The findings also discovered that employees may take a break from their workstations with tea and refreshments provided by KICD (Mean=4.33, std. dev=0.224). The findings also show that KICD offers counselling services (Mean=4.21, std. dev=0.69). Additionally, findings revealed that KICD allows for paid study leaves (Mean=4.03, std. dev=0.63). Further, findings shown that KICD frequently hosts free health screenings and health checkups for its employees. (Mean=4.03, std. dev=0.52). The overall mean was 4.21 suggesting that welfare programmes in KICD is practiced to a great extent.

4.5.3 Leave Programmes

The research sought to establish the extent of leave programmes at KICD. Table 4.8 shows the mean and standard deviations for leave programs indicators.

Table 4.8: Descriptive Statistics for Leave Programmes

Statements	N	Mean	Std. Dev
I'm free to schedule my yearly leave exactly as I want it to be	224	4.00	0.55
The policy of compassionate leave is used by employees when they have to take time off for urgent personal reasons	224	3.91	0.67
In the event of a family emergency, I am permitted to take a few hours or many days off work to respond to the situation	224	3.82	0.80
Maintaining a healthy harmony between my professional and personal duties is not challenging for me.	224	3.85	0.78

At work, I am permitted to communicate with my dependant and close family members whenever I choose.	224	3.97	0.58
My employer allows employees to take care of pressing personal matters.	224	3.82	0.83
Overall Mean Score	224	3.90	

Primary Data (2021)

The findings showed that employees are free to schedule their yearly leave exactly as they want it to be (Mean=4.0, std. dev=0.55). The findings further noted that at work, employees are permitted to communicate with their dependant and close family members whenever they choose (Mean=3.97, std. dev=0.58). Similarly, findings showed that the policy of compassionate leave is used by employees when they have to take time off for urgent personal reasons (Mean=3.91, std. dev=0.67). The findings further showed that maintaining a healthy harmony between their professional and personal duties is not challenging for employees (Mean=3.85, std dev=0.78). Furthermore, findings showed that KICD usually provides us time to deal with important personal issues (Mean=3.82, std. dev=0.80). Finally, findings showed that in the event of a family emergency, employees are permitted to take a few hours or many days off work to respond to the situation (Mean=3.82, std. dev=0.83). The overall mean was 3.90 indicating that on average, KICD practice leave programmes to a great extent.

4.5.4 Recreational services

The purpose of the study was to determine the scope of recreational services at KICD.

Table 4.10 shows the mean and standard for Recreational services indicators.

Table 4.10: Descriptive Statistics for Recreational services

Statements	N	Mean	Std. Dev
Employees at my company are train about the necessity of being physically active and healthy by our employer	224	4.21	0.73
There is a gym in my immediate proximity, as well as other sports activities.	224	4.03	0.63

Employees get a discounted gym membership price at a location of their choices or at a location designated by the employer.	224	3.55	0.86
My employer often organizes family-friendly events and fun days for us to participate in.	224	4.33	0.53
I have plenty of time to participate in any sports activity.	224	4.25	0.75
When we take a break from work, we are urged to engage in indoor activities.	224	3.98	0.67
Overall mean Score	224	4.06	

Primary Data (2021)

The findings revealed that KICD often have family fun days sponsored by the employer (Mean=4.33, std. dev=0.53). The findings also revealed that employees have plenty of time to participate in any sports activity. (Mean=4.25, std. dev= 0.75). Additionally, employees at KICD are train about the necessity of being physically active and healthy by their employer (Mean= 4.21, std. dev=0.73). The descriptive results also revealed that there is a gym in their immediate proximity, as well as other sports activities. (Mean=4.03, std. dev=0.63) whereas when employees take a break from work, they are urged to engage in indoor activities. (Mean=3.98, std. dev=0.67). Lastly, the findings revealed that respondents get a discounted gym subscriptions price at a location of their choices or at a location designated by the employer (Mean=3.55, std dev=0.86). On average, the results revealed that KICD has adopted Recreational services to a greater degree as shown by an average mean of 4.06.

4.5.6 Employee Performance

The mean as well as standard deviation for precise attributes of performance of employees are as indicated in Table 4.11.

Table 4.11: Descriptive Statistics for Employee Performance

Statements	N	Mean	Std. Dev
My performance appraisals have always been higher than average.	224	4.24	0.64

I am consistently successful in meeting my targets.	224	4.08	0.55
I am consistently driven to work, and as a result, I am pleased with my job.	224	4.00	0.55
I develop new work initiatives that enable me achieve results faster	224	3.91	0.67
I am rarely absent	224	3.82	0.80
I report to work on time	224	3.85	0.78
I put in the necessary amount of time at work.	224	3.82	0.83
I always meet the set deadlines	224	4.24	0.67
Clients have rarely lodged formal complaints against me	224	4.08	0.82
There has been a significant rise in my quality of output.	224	4.00	0.64
I am constantly in a position to provide excellent service to my clients.	224	3.91	0.58
I consistently meet client expectations	224	3.82	0.55
I am effective in my work	224	3.85	0.65
I am able to meet the set objectives on a timely basis	224	3.82	0.83
I always complete assigned tasks within the stipulated time	224	3.82	0.82
I perform my duties before the set deadlines	224	4.24	0.71
Overall Mean Score	224	3.97	

Primary Data (2021)

The findings showed that employees' performance appraisals have always been higher than average (Mean=4.24, std. dev=0.64). Similarly, findings showed that respondents are consistently successful in meeting their targets (Mean=4.08, std. dev=0.55). The outcomes also showed that employees are consistently driven to work, and as a result, they are pleased with my job (Mean=4.0, std. dev=0.55). The conclusions further noted that employees are constantly in a position to provide excellent service to their clients (Mean=3.91, std. dev=0.67). The conclusions further shown that employees report to work on time (Mean=3.85, std dev=0.78). Furthermore, employees are rarely absent (Mean=3.82, std. dev=0.80). In addition, the employees work for the required number of hours (Mean=3.82, std. dev=0.83). The overall mean was 3.97 implying that an average, KICD has enhanced employee performance to a great magnitude.

4.6 Inferential Statistics

This section contains the inferential statistics for all of the variables. Pearson correlations and multiple regressions were used as inferential statistics. All of the variables were correlated using Pearson correlations, and the employee performance and work life balance of KICD effect was examined using regression.

4.6.1 Correlation Analysis

The Pearson correlation illustrates the connection between each of the indicated independent factors and the result/related variable. The coefficient r was determined and whether the connection was positive or negative. Pertinent outcomes are as in Table 4.12.

Table 4.12: Correlation Results

	Employee performance	
	Pearson 's correlation	P
Flexible working option	0.516	0.000
Welfare programmes	0.457	0.002
Leave programmes	0.378	0.010
Recreational services	0.614	0.000

Primary Data (2021)

According to Pearson coefficients and P-values, the connection between flexible working option and employee performance is positive as well as significant ($r=0.516$, $p<0.05$). This is evidence that providing employees with the option of working flexibility leads to higher employee performance. The correlation results, on the other hand, demonstrate a modest but statistically significant link between employee performances and leave programmes as revealed by a 0.378 Pearson correlation

coefficient as well as a 0.000 P-value. This is a sign that better leave programmes lead to higher employee performance at KICD.

Furthermore, the correlation findings showed that welfare programs have a modest yet considerable impact on employee performance as evident by a 0.457. Pearson correlation coefficient as well as a 0.002 P-value. This is an indication that a rise in welfare programmes yields an increase in employee performance at KICD. Finally, the correlation findings reveal a significant connection between employee performance at KICD and recreational services, as shown by $r= 0.614$ and a 0.000 P value. This is an indication that improvement in recreational services is linked to an increase in KICD employee performance.

4.6.2 Regression Analysis

The impact of each of the four chosen predictor variables on KICD employee performance, as shown in table 4.13, 4.14 and 4.15, was utilized for multiple linear regression analyzes.

Table 4.13: Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.708 ^a	.501	.496	.4053917

a. Predictors: (Constant), Recreational services, Flexible working option, welfare programmes, Leave programmes

Source: Research data (2021)

The R square of 0.501 in Table 4.13 shows that flexible working option, welfare programmes, leave programmes and recreational services at KICD account for 50.1% of employee performance, while the other 49.9% is explained by elements not included in this investigation. The R value of 0.708 postulates significant connection between

employee performance and the predictor factors at KICD (flexible working option, welfare programmes, leave programmes and recreational services).

Table 4.14: Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.814	4	1.203	7.414	.000 ^a
	Residual	12.823	219	.162		
	Total	17.637	223			

a. Dependent Variable: Employee performance
b. Predictors: (Constant), Recreational services, Flexible working option, Welfare programmes, Leave programmes

Primary Data (2021)

The whole model is statistical significance, as evidenced by a F value of 7.414 and a 0.000 p value in Table 4.14. The extent of the effect of flexible working option, leave programmes, welfare programmes and recreational services on employee performance at KICD is demonstrated by regression coefficient results.

Table 4.15: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.266	.382		3.357	.000
	Flexible working option	.252	.116	.178	3.181	.001
	Welfare programmes	.199	.085	.192	2.376	.011
	Leave programmes	.179	.075	.204	2.346	.019
	Recreational services	.274	.075	.330	3.646	.000

a. Dependent Variable: Employee performance

Primary Data (2021)

The multiple regression model used is illustrated below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon,$$

Where,

Y denoted employee performance

β_0 denoted the constant

X_1 represented flexible working option

X_2 represented welfare programmes

X_3 denoted leave programmes

X_4 denoted recreational services

ε was the error term when there was assumed normal distribution

$\beta_1, \beta_2, \beta_3, \beta_4$ denote independent variable coefficients

The regression model was substituted as below.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon,$$

$$Y = 0.266 + 0.252X_1 + 0.199X_2 + 0.179X_3 + 0.274X_4$$

Interpretatively, a unit change in flexible working option, welfare programmes, leave programmes and recreational services will lead to a 0.252, 0.199, 0.179 and 0.274 change in employee performance at KICD respectively, whereas variables that were not part of this research remained unchanged. The four factors included in this research were critical for improving KICD' employee performance. It is evident that the most essential element is recreational services ($\beta_4=0.274$) while the least important was leave programmes ($\beta_1=0.179$). It was also shown that if the four variables chosen for this research were held constant, employee performance would still be significant ($\beta = 0.266, p < 0.05$). This postulates management and policy makers should ensure they enhance welfare programmes, flexible working option, leave programmes, as well as recreational services as this will improve employee performance.

4.7 Discussion of Findings

It was evident from the outcome of the investigation that there is presence of positive and substantial association between flexible working option and employee performance. This is a sign that flexible working option leads to improved employee performance. This study finding concurs with Mwebi and Kadaga (2015) who

investigated how flextime work conditions in Nairobi Commercial Banks affected employee performance. This study used a descriptive survey design. Of a target group of 1074 Nairobi CBD workers, 291 respondents from various strata were selected using a proportional, stratified sample approach (support staff, secretarial and clerical, supervisory and management). Flextime work arrangements at commercial banks in Nairobi's central business area, according to the study's findings, have an impact on employee performance. According to the paper, banks and other businesses should include flextime work arrangements in their WLB policies because it has been found to boost employee performance in financial institutions in Nairobi's central business area.

Furthermore, the correlation data demonstrated a strong, positive and substantial connection between KICD' employee performance and welfare programmes. This demonstrates that greater employee welfare programs result in higher employees ' performance. These findings corroborate with Ofori's (2015) research which focuses on childcare responsibilities and the performance of employees: the moderating impact on team support. Women's performance is examined as a result of the influence of child care. Ghana is where the research was done. According to the data, working women' performance suffers when they are burdened with childcare duties. However, evidence has shown that team support may mitigate the harmful effects of child rearing on employee productivity.

The findings also show a strong, positive and significant connection between KICD performances of employee and leave programmes. This is a proof that improved leave programmes leads to increased employee performance at KICD. These findings support a study by Obiageli et al. (2015) on the performance of employee and equilibrium between job and personal life for listed banks in Lagos State" demonstrates that there

is a strong connection between policy departure and personnel services. 19.45% strongly agreed that service delivery will improve following leave grants. 40.21% agreed that service delivery improved. It shows a widespread consensus that the performance of employees may connect to corporate vacation policies.

Finally, the correlation findings reveal a positive connection between KICD performance of employee and recreational services. This indicates that improved recreational services are related to an improved performance of employees in KICD. This outcome is in accordance with Muinde (2015) who used a census research approach to investigate the extent to which horticulture farms in Naivasha, Kenya, employ work-life balance solutions. According to the study's findings, horticulture farms in Kenya have embraced a high number of time and job-related tactics, but location and reward-related strategies have been used to a lower extent. According to the study, horticulture farms in Naivasha use work-life balance approaches based on location and job benefits only infrequently, whereas those based on time and job are regularly used. According to the study, job-related and perks-related habits should be given more attention because they receive lower ratings than activities connected to time and place.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The research data are provided for the study in this chapter. The section also covers conclusions of the study and recommendations. The limits and suggestions for further research are also included in this chapter.

5.2 Summary of Results

The primary research objective was to evaluate how performance of employees at KICD is influenced by work life balance. The research was backed by two theories: namely; spill over theory and the social exchange theory. Likert scale questions were used to represent employee performance, which was a dependent variable. Flexible working option, welfare programmes, leave programmes and recreational services were the independent variables. Descriptive research design was applied. 246 KICD employees comprised the study sample. Descriptive and inferential analyses were conducted. The findings are discussed in this section in line with objectives of the investigation.

The first objective of this research was to evaluate the effect of flexible working option on employee performance at KICD. The results revealed that KICD practice flexible working option to a large degree. The correlation outcomes exhibited a positive as well as significant connection between performance of employee and flexible working option. The outcome of the regression showed that a unit change in flexible working option would have a significant change employee performance.

The second objective of this study was to determine how performance of employees at KICD is affected by welfare programmes. Descriptive findings showed KICD enjoys

favorable welfare programmes to a great extent. The findings of a correlation research showed a strong and significant connection between performance of employees and welfare programmes. The findings of the regression analyzes revealed a significant positive effect of welfare programmes on employee performance. The outcome indicates that an improvement in welfare programmes leads to an increase in employee performance.

The third objective was to evaluate how performance of employees at KICD is affected by the effect of leave programmes. The descriptive analysis revealed that KICD have a favorable leave programmes to a considerable extent. Link between leave programmes and employees performance was studied using correlation analyzes and the findings showed that the two variables were positively and significantly related. Regression results revealed that an improvement in leave programmes resulted in improved employee performance. This shows the significant effect of leave programmes on KICD's employee performance.

The study's fourth goal was to assess how recreational services at KICD influenced employee performance. The results of the descriptive analysis revealed that KICD enjoys recreational services to a large extent. Recreational services have a connection with employee performance, according to the correlation analysis. The relationship was also strong and statistically significant. Regression analysis reveals a positive and significant effect of recreational services on performance of employees. KICD employee performance increases as a result of an increase in recreational services.

5.3 Conclusions

From the results of this research, it can be stated that flexible working option has a favorable effect on employee performance at KICD. According to the results of

regression and correlation there is a favorable connection between flexible working option and KICD employee performance. According to the research results, KICD leave programmes had a positive impact on employee performance. The research indicates that KICD favorable leave programmes leads to an increase in employee performance. The findings are confirmed by regression and correlation analyses, showing a favorable connection between KICD employee performance and leave programmes.

The research also indicates that welfare programmes at KICD has a positive impact on employee performance. Regression and correlated results corroborate the findings that demonstrate a positive connection between the welfare programmes and KICD employee performance level. The research also found that recreational services at KICD has a favorable effect on employee performance. The results of correlation and regression show a strong positive relationship between recreational services and employee performance.

5.4 Recommendations for Policy and Practice

The results show that the KICD practice of flexible working option has a beneficial impact on the employee performance. The research recommends the need for government agencies and other organizations in general to continue practicing flexible working option practices as this will enhance their employee performance. It is imperative that policymakers devise measures to encourage flexible work arrangements in organizations like UON.

According to the findings, KICD leave programmes had a positive effect on employee performance. The study recommends the need for government agencies and other organizations in general to continue practicing leave programmes practices as this will

enhance their employee performance. Policymakers should develop policies that will enhance leave programmes among government agencies such as KICD.

Employee performance at KICD was positively influenced by welfare programmes, according to the findings of this study. The research recommends the need for government agencies and other organizations in general to continue practicing welfare programmes practices as this will enhance their employee performance. Policymakers should develop policies that will enhance welfare programmes among government agencies such as KICD.

Employee performance at KICD was positively influenced by recreational services, according to the study findings. The research recommends the need for government institutions and other organizations in general to continue practicing recreational services practices as this will enhance their employee performance. Policymakers should develop policies that will enhance recreational services among government institutions such as KICD.

5.5 Limitations of the Study

Primary data was utilized in this study. To minimize the number of likely outliers, a structured questionnaire was used in the research. This may, however, pose the issue of biased data collecting because the respondents in question are restricted in how and how much they should provide. In this respect, the researcher made sure that the data collecting instrument enables complete data gathering which meets study aims as easily as feasible.

In addition, several of the respondents were skeptical about participating in the research. The researcher rectified this issue by obtaining required permission, authorization and permissions from the authorities concerned, including but not limited

to the organization. In addition, ethical concerns were taken into account. Finally, the researcher stated willingness to share the study with interested participants.

5.6 Suggestions for Further Research

The R^2 indicated a variance of 50.1 percent, which indicates that other factors that were not examined in this research account for 49.9 percent of the variations in employee performance. As a consequence, future study may concentrate on a variety of additional factors that may have influential effect on performance of employees such as compensation and organization culture. Policymakers would be able to devise and firmly implement an effective apparatus to improve employee performance by determining how each of the factor influences employee performance.

The research aimed to identify factors that influence employee performance at KICD. Similar investigations may be carried out in other government agencies or organizations in other sectors such as manufacturing, insurance among others. A cross-sectional research may also be performed for comparative reasons among many firms in a certain industry or across sectors.

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APPENDICES

Appendix I: Introduction Letter

Dear Sir/Madam,

My name is Angela Malova. I am a student at the University of Nairobi undertaking a course for the award of a degree in Master of Business Administration. I wish to conduct a research titled. *“EFFECT OF WORK LIFE BALANCE ON EMPLOYEE PERFORMANCE AT KENYA INSTITUTE OF CURRICULUM DEVELOPMENT”*. A questionnaire has been developed to assist gathering relevant information for this study. I will ask you a few questions to assist in completion of this study. Your personal information will be kept private and used exclusively for educational purposes. Participation in the research is completely optional.

Many thanks for your acceptance with regards to participation in this study

Yours Faithfully,

Angela Sikhoye Malova

Appendix II: Research Questionnaire

The purpose of this survey is to collect information on the impact of work-life balance on employee performance at KICD. Kindly go through the questions and answer in best of your capability. The information collected will be used strictly for academic purpose

Instructions

The questionnaire should not contain your name.

For each question mark a single answer (box).

PART A: BACKGROUND INFORMATION

1. Gender:

Male () Female ()

2. Age:

21- 30 years () 31 – 40 years () 41– 50 years () 51 years and above ()

3. Highest education level:

Diploma () Bachelor Degree () Master's Degree () PhD ()

4. Working experience with the current employer:-

Less than 2 years () 3 – 5 () 6 – 8 () 9 – 11 () Above 11 years ()

PART B: WORK LIFE BALANCE PRACTICES

Flexible Working Options

5. Please tick to what degree you are agreement or disagreement with each assertion in accordance with the following questions. Use a rating of 1-5, with 1 designating strongly disagreeing, 2 designating disagreeing, 3 designating neutrality, 4 designating agreeing, and 5 designating strong agreeing.

Statement	1	2	3	4	5
For the most part, I'm free to plan my work and personal time provided I am there within the company's core working time.					
There are a few days each week that I may work granted that I meet the quota of hours per week.					
When I need to take care of personal things before or after work, I am sometimes given the opportunity to do so.					
Even though I work in an office, I am not required to sit there. In certain cases, I'm permitted to work from my home or other location outside of my office.					
Employees who are unable to work full-time may make local agreements with coworkers via the firm.					
At any moment, I am permitted to leave my workplace.					

Welfare Programmes

6. Please tick to what degree you are agreement or disagreement with each assertion in accordance with the following questions. Use a rating of 1-5, with 1 designating strongly disagreeing, 2 designating disagreeing, 3 designating neutrality, 4 designating agreeing, and 5 designating strong agreeing.

Statement	1	2	3	4	5
Counseling services are available at my company.					
A study leave with pay is permitted at my university.					
My employer frequently hosts free health screenings and health checkups for its employees.					
Career advancement is encouraged by the structure/mechanism in place at my workplace.					
Employees may take a break from their workstations with tea and refreshments provided by my employer.					
Because I can turn to my employer for support in both my professional and personal life, I don't feel overwhelmed by the demands of both.					

While working here, I am allowed to have children since it will be quite simple to raise the kid while still employed here.					
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Leave Programmes

8. Please tick to what degree you are agreement or disagreement with each assertion in accordance with the following questions. Use a rating of 1-5, with 1 designating strongly disagreeing, 2 designating disagreeing, 3 designating neutrality, 4 designating agreeing, and 5 designating strong agreeing.

Statement	1	2	3	4	5
I'm free to schedule my yearly leave exactly as I want it to be					
The policy of compassionate leave is used by employees when they have to take time off for urgent personal reasons					
In the event of a family emergency, I am permitted to take a few hours or many days off work to respond to the situation					
It's not difficult for me to strike a balance between job and family obligations.					

At work, I am permitted to communicate with my dependant and close family members whenever I choose.					
My employer allows employees to take care of pressing personal matters.					
I have no trouble balancing my work and my responsibilities at home with my dependents.					

Recreational Services

9. Please tick to what degree you are agreement or disagreement with each assertion in accordance with the following questions. Use a rating of 1-5, with 1 designating strongly disagreeing, 2 designating disagreeing, 3 designating neutrality, 4 designating agreeing, and 5 designating strong agreeing.

Statement	1	2	3	4	5
Employees at my company are train about the necessity of being physically active and healthy by our employer					
There is a gym in my immediate proximity, as well as other sports activities.					

Employees get a discounted gym membership price at a location of their choices or at a location designated by the employer.					
My employer often organizes family-friendly events and fun days for us to participate in.					
I have plenty of time to participate in any sports activity.					
When we take a break from work, we are urged to engage in indoor activities.					
My employer regularly sponsors interdepartmental gaming competitions, which we participate in on a regular basis.					

PART C: EMPLOYEE PERFORMANCE

10. Please tick to what degree you are agreement or disagreement with each assertion in accordance with the following questions. Use a rating of 1-5, with 1 designating strongly disagreeing, 2 designating disagreeing, 3 designating neutrality, 4 designating agreeing, and 5 designating strong agreeing.

Statement	1	2	3	4	5
Productivity					

My performance appraisals have always been higher than average.					
I am consistently successful in meeting my targets.					
I am consistently driven to work, and as a result, I am pleased with my job.					
I develop new work initiatives that enable me achieve results faster					
Absenteeism					
I am rarely absent					
I report to work on time					
I put in the necessary amount of time at work.					
I always meet the set deadlines					
Quality of output					
Clients have rarely lodged formal complaints against me					
There has been a significant rise in my quality of output.					

I am constantly in a position to provide excellent service to my clients.					
I consistently meet client expectations					
Employee Efficiency					
I am effective in my work					
I am able to meet the set objectives on a timely basis					
I always complete assigned tasks within the stipulated time					
I perform my duties before the set deadlines					

Thank you for your co-operation